

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 22 January 1997, immediately following the Closed Session,
in Room S-GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Mr. Brian Aune, Mr. Alain Benedetti, Dr. Michael Brian, Mr. Ronald Corey, Ms. Marianne Donaldson, Dr. Terrill Fancott, Mr. Daniel Gagnon, Mr. Leo Goldfarb, Dr. Henry Habib, Mr. Peter Howlett, Mr. Paul Ivanier, Ms. Sanyu Kiruluta, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Mr. Eric Molson, *Chancellor*, Ms. Susan O'Connell, Mr. Benoit Pelland, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Humberto Santos, Mr. Robert Simioni, Mr. Jonathan Wener, Ms. Susan Woods

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Me Bérengère Gaudet, Dr. Jack Lightstone

Absent: Dr. Leonard Ellen, Dr. Lawrence Kryzanowski, Me George Lengvari, Ms. Hazel Mah, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Jeff Nearing, Mr. Brian Neysmith, Mr. Jean-François Plamondon, Mr. Brian Steck, Ms. Kathy Tsolakos, Ms. Lillian Vineberg

Guests: Dr. Gary Johns, *Department of Management*; Mr. Sami Antaki, Ms. Carole Kleingrib, Mr. Sean Lynch, *all of the Capital Campaign Organizing Team*

DOCUMENT CONSIDERED AND ATTACHED TO THESE MINUTES

BG-97-1-D2 Statement of auditors' fees prepared by the Financial Services Office

1. **Call to Order**

The meeting was called to order at 8:12 a.m.

1.1 **Chairman's remarks**

Mr. Groome introduced Mr. Charles Emond, Concordia's newly appointed Vice-Rector, Services. He also extended congratulations to Mr. John Economides, a Governor Emeritus of Concordia University, for his recent appointment as a Member of the Order of Canada.

The Chairman reminded the Board that the Open Meeting to present candidates for the position of Dean of the Faculty of Arts & Science would be held on Friday, 24 January 1997, at 9:00 a.m., in Room H-110 of the Hall Building.

1.2 **Approval of the Agenda**

The Agenda was approved, with the removal of Item #5, "Approval to implement a student fee for recovery of copyright costs".

1.3 Approval of the Minutes of the Open Session of the previous meeting of the Board (18 December 1996)

Upon motion duly moved and seconded (Aune, Woods), it was unanimously RESOLVED:

R97-2 *THAT the Minutes of the Open Session of the previous regular meeting of the Board held on 18 December 1996, be approved.*

2. Presentation by Dr. Gary Johns, Management Department, Faculty of Commerce and Administration

Carrying on the practice which began in the 1995-96 academic year with presentations by the Deans to the Board of Governors, Dr. Lowy said he had invited a small number of senior faculty members to speak to the Board in 1997 about major research initiatives. The Rector introduced Dr. Gary Johns of the Management Department, Faculty of Commerce and Administration, as one of Concordia's leading researchers. Dr. Johns is an internationally recognized authority on absenteeism and is known also for his contribution to research methodology in the field of organizational behaviour.

Dr. Johns described Concordia's Management Department as having two major research thrusts: strategic management; and organizational behaviour and human resources. In the area of strategic management, Dr. Johns gave examples of scholarship which included work on privatization, technology transfer, strategic alliances and joint ventures, and added that some faculty are currently engaged in research on transition of leadership in small and medium-sized family businesses.

In the area of human resources and organizational behaviour, with which Dr. Johns is associated, faculty examine such issues as cross-cultural negotiation, decision-making and the impacts of downsizing. Dr. Johns and colleagues Dr. V. Baba and Dr. M. Jamal study employee well-being, productivity, performance, absence, turnover and job satisfaction, as well as the "fit" between employees and management. The research team had conducted studies of sites both geographically and organizationally diverse; for example, Dr. Johns said, the Department had studied employees as far afield as China and Nigeria, and probably involved Quebecers of all occupational groups in one or another of its research projects.

Dr. Johns identified absenteeism, job design, leadership, stress and transfer of human resources technology as the key topics in his own work. He told the Board that although absenteeism is tremendously costly to industry and the most arbitrated industrial relations problem, there is reluctance to share information on the subject. Having conducted similar research projects in North America and abroad, Dr. Johns had developed theories about "absence culture", based on evidence showing strong differences exist across nations, industries, and even departments within organizations, in attitudes toward employee absenteeism. Recent studies revealing employees generally underestimate their absences from work had also informed current management perspectives on absenteeism.

Dr. Johns pointed out that the Department's research funding netted substantial gains for the University, financing students' research and the purchase of equipment. Underlining the importance of this research for industry, a Board member encouraged Dr. Johns to seek additional funding directly from industrial sources.

An animated question period followed the presentation.

3. Business arising from the Minutes

3.1 Approval of the external auditors' fees for the fiscal year ended 31 May 1996

Upon motion duly moved and seconded (Benedetti, Ivanier), it was unanimously RESOLVED:

R97-3 *THAT, on the recommendation of the Audit Committee, the audit fees for the fiscal year ending on 31 May 1996 be approved and payment of said fees be authorized.*

4. Progress Report on the Capital Campaign

Mr. Ronald Corey, Chair of the Capital Campaign, invited Governors to attend the kick-off of the internal community campaign in the Atrium of the McConnell Building at 12:30 p.m. the same day. The commitments to date were very promising; \$220,000 had already been raised from administration and staff. In mid-February, he would meet with Mr. Ménard and Mr. Renaud to develop a strategy for the leadership division, Mr. Corey said.

Ms. Carole Kleingrib, Campaign Director, Mr. Sami Antaki, the Campaign Communications Officer, and Mr. Sean Lynch, a consultant to the project, were introduced. Mr. Antaki was granted speaking privileges. He presented the rationale for the marketing approach taken by the Capital Campaign organizers. The slogan, "Fresh Ideas", was based, he said, on the reputation for innovativeness which characterized both of our founding institutions and Concordia University itself. Loyola's Jesuits having instituted lively debate at the heart of education, and Sir George Williams University having emerged from a YMCA programme of night classes, for Concordia, originality was a birthright and a mission. Mr. Antaki explained the design of the Campaign icon, which represents two people facing a rising sun, focussing on Concordia's human spirit instead of its physical attributes. He expressed his thanks to Ms. Sandra Spina, Interim Director of the Marketing Communications and the Department's senior designer, Mr. Andrew Condé, for their creative energy and tireless efforts for the Campaign.

Mr. Renaud, Chair of the Internal Community Division, said all Board members would be contacted soon. He explained that certain new tax benefits were available, and others are anticipated, to universities' donors. In response to the adoption by the National Assembly, of Bill 45 which classifies gifts to universities as gifts to the Crown, the University planned to create a flow-through foundation to funnel donations to the existing Concordia University Foundation. Dr. Lowy outlined the process by which such a foundation must be established. He said Concordia had filed an application, noting that McGill's application had already been approved by the Ministry.

In answer to a question, Dr. Lowy indicated that all contributions to the Capital Campaign may be designated.

Mr. Groome thanked Mr. Corey, the Divisional Chairs and the internal organizing team for their work on Concordia's behalf, and urged Governors to attend the 12:30 p.m. launch.

6. Progress reports of the Advisory Search Committees

6.1 Advisory Search Committee for a Dean of the Faculty of Arts and Science

Mr. Groome having provided details of the upcoming Arts and Science Faculty Council open meeting, Dr. Lightstone said there was nothing to add.

6.2 Advisory Search Committee for a Dean of Graduate Studies and Research

As Chair of the Advisory Search Committee for a Dean of Graduate Studies and Research, Dr. Lightstone reported the Committee had almost completed its interviews and would likely announce a short list of candidates within a few weeks.

7. Report of the Rector

Rector Fred Lowy summarized the contents of a memorandum he had circulated to the Governors: Responding to the Financial/Academic Challenge -- the challenge and the response. In the memo, the Rector asserted that the University's response to the financial challenge must take into account (a) the need to maintain academic standards, (b) the need to respect collective agreements, (c) the need to maintain student, faculty and staff morale, and (d) our accumulated debt of \$37 million. Dr. Lowy characterized the institutional response as being composed of five elements: government relations, academic planning, space planning, collaboration with McGill University, and measures to attract donors, including the creation of a *Fondation universitaire* having the tax status of a Crown Corporation. He emphasized that Concordia would remain autonomous, and maintain and develop its two campuses.

An eight-member working group comprising four individuals each from McGill and Concordia had been created to make recommendations for cooperation in academic and administrative sectors. Concordia's members are Vice-Rector, Institutional Relations, Marcel Danis; Provost and Vice-Rector, Research, Jack Lightstone; faculty member June Chaikelson, of the Psychology Department; and external Board member Miriam Roland. The group's recommendations will go through normal internal channels before being proposed for approval by the Board of Governors.

The Rector pointed out that Dr. Lightstone's proposals to operationalize the academic plan had been submitted to the Senate Committee on Academic Planning and Priorities, and would likely be considered by Senate in February. Once adopted by Senate, they would be forwarded to the Board for final approval.

8. Report of the Vice-Rectors and the Chief Financial Officer

8.1 Provost and Vice-Rector, Research, Jack Lightstone waived his remarks.

8.2 Vice-Rector, Services, Charles Emond reported that he was preparing a space plan to be submitted to the Ministry, which was based on five guiding principles articulated by Dr. Bertrand.

8.3 Vice-Rector, Institutional Relations, Marcel Danis waived his remarks.

8.4 Chief Financial Officer Larry English reported that the Government had announced, in December 1996, the tuition fee increase to be applied to out-of-province students in 1997-98. Undergraduates will pay \$95.43 per credit (an additional \$40 per credit),

increasing their fees by 72%. Average annual fees for undergraduate students will be \$1662 for Québec residents and \$2862 for out-of-province students, who constitute about 6% of Concordia's undergraduate population.

Mr. English said tuition fees charged to out-of-province graduate students at the Master's level will increase by 11%.

9. Correspondence

There was no correspondence.

11. Date of next meeting

The next meeting of the Board will be held at 8:00 a.m. on Wednesday, 19 February 1997, in Room GM 407-1, on the SGW Campus.

12. Adjournment

There being no other business, the meeting adjourned at 9:20 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors